

21 August 1976

The Honorable James T. Lynn
Director
Office of Management and Budget
Washington, D.C. 20503

Dear Mr. Lynn:

Enclosed are three copies of the CIA plan for implementing the Presidential Management Initiatives effort. Incorporated in this document are the reports due on 3 September 1976 on telephone usage, executive development systems, and internal position management and classification.

Sincerely,

E. H. Knoche
Deputy Director

Enclosure

cc: Ms. Nanette Blandin (w/enc)

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AGENCY ACTION PLAN AND MONTHLY REPORT

INITIATIVE: 1

TITLE: Decisionmaking and Departmental Organization

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DEPARTMENT/AGENCY: Central Intelligence Agency

RESPONSIBLE OFFICIAL: James H. Taylor, Comptroller TELEPHONE:

I. Policy Analysis Staff

Determine extent to which there is a unit available to assist the agency head in carrying out the functions listed in the Summary Sheet (Issue 1, Item A); and report to OMB on steps taken to establish or upgrade such a unit.

These functions are vested in the Comptroller, who reports directly to the DDCI.

II. MBO Program

Review agency objectives for possible improvement and include those necessary to carry out actions directed by the President.

<u>Action Steps</u>	<u>Estimated Completion Date</u>
a. Directorate Submissions	6 September 1976
b. DDCI Review	13 September 1976
c. Provide to OMB Examiner	15 September 1976

III. Decisionmaking

Develop and utilize checklist approach to decisionmaking. (Guidance from OMB is attached.)

<u>Action Steps</u>	<u>Estimated Completion Date</u>
a. Distribute OMB Guidance	18 August 1976
b. Review usage & utility	15 October 1976

A. Review current staffing patterns and organizational structures to identify unnecessary position layering* and excessive organizational subdivisions.

During the past several months, the Central Intelligence Agency has begun to make organizational changes to implement Executive Order 11905 issued by President Ford in February 1976. Responsibility for day-to-day operations of the Agency is now assigned to the Deputy Director for Central Intelligence (DDCI) who has begun a sweeping review of all phases of the Agency's work. To help him in this review, the DDCI has drawn his senior managers into an Executive Advisory Group (EAG) which has set for itself the task of devising the best use of Agency personnel resources. One vehicle that the EAG has chosen is a personnel inventory which will be conducted in the next six months and will, inter alia, identify unnecessary position layering and "assistant to" positions. First steps in this process have already been taken and are described in detail in Issue 5, Item III., Position and Classification Management.

B. Develop plan to consolidate sub-units. .

The EAG is currently considering a number of substantial organizational changes. Consideration of consolidating organizational elements will follow.

C. Establish guidelines for "assistant to" positions including number per policy official and grade level.

See Issue 5, Item III.

D. Establish procedures to ensure at least agency deputy level review of proposals to create new subdivisions and "assistant to" positions.

CIA Headquarters Regulation reads as follows:

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Each Deputy Director is responsible for implementing the provisions of this regulation within the area of his jurisdiction and will...present proposals for significant organizational changes...to the Director for approval. Proposals should be forwarded, with appropriate justification through the Comptroller. (Significant organizational changes include such actions as the establishment or closure of a station or base [and] the transfer of a major function from one component to another.)

The Comptroller will review proposals for significant organizational changes...which have budgetary, manpower, or program implications among two or more directorates and submit appropriate recommendations to the Director.

*See also Issue 5, Item III, for further treatment of this area.

D. [] Station Review (began 1 July 1976)

The regular evaluation process of the Operations Directorate

[]

A study is underway to determine if efforts should or could be made to improve the productivity of these stations or whether one or more of them should be closed. The report will include a plan and timetable for closing any which are judged without potential for improvement.

Action Steps

Estimated Completion Date

- a. Initiate study 1 July 1976
- b. Forward report to DDO 1 October 1976
- c. Future steps depend on study results

E. [] Reporting (to begin 1 October 1976)

The regular Operations Directorate evaluation process has identified possible redundant reporting between the overt collection [] and the clandestine collection []

In order to increase the efficiency of both the overt and clandestine collection activities, a continuing comparative study will be undertaken to identify the subjects and topics which are being covered by both systems and to develop recommendations to eliminate needless redundancy and to strengthen areas of unique reporting. Interim results will be available to assist the program review process in early 1977.

Action Steps

Estimated Completion Date

- a. Initiate study 1 October 1976
- b. Begin compiling initial results 1 April 1977
- c. First interim report 1 May 1977
- F. Alternative Data Processing Equipment (began 1 July 1976)

Currently large scale computer systems are used in a central computer facility to provide computer services to a wide range of applications and users throughout the Agency. Many of the applications can be classified as information storage and retrieval applications. Information storage and retrieval systems have much commonality in the functions that are performed and the ADP techniques that are used to accomplish these functions. When large centralized computers are used for these applications, service to the customers is affected by competition for computer resources, interaction among applications which can slow

down test time to one or more users, and occasional system outages. In this study, to be done partly by a contractor, we have selected an appropriate application involving a data base containing information on Special Clearances. Data will be converted for use on a minicomputer, programs will be prepared, and operational tests will be performed and evaluated to determine if the minicomputer can provide greater reliability (i.e., less downtime from system failure) and more effective response time for storage and retrieval functions at less cost.

<u>Action Steps</u>	<u>Estimated Completion Date</u>
a. Complete review of current methods for processing the application	31 July 1976
b. Complete conversion of current data base to suitable form for use with minicomputer	31 October 1976
c. Complete application programs for minicomputer	30 November 1976
d. Complete operational tests of minicomputer and application programs	31 December 1976
e. Complete evaluation and study report	31 January 1977
G. <u>Component-Conducted Training</u> (to begin 15 November 1976)	

A review will be conducted of all training activities in the Agency, whether under the aegis of the Office of Training or conducted by other components. Among the subjects to be covered in the review are possible duplication; opportunities for combining similar courses conducted by different components; and the efficiency of methods used for determining training requirements.

<u>Action Steps</u>	<u>Estimated Completion Date</u>
a. Initiate studies	15 November 1976
b. Complete report	15 February 1977
H. <u>Survey of Applicant Processing Data Controls</u> (began 2 August 1976)	

A feasibility study is being conducted to determine the efficiency and effectiveness factors of using the computer to control applicant files, to include recording and summarizing data on numbers of files, movement of files, length of time in process, EMO reports and the disposition of files. The study will include the exploration of high speed word processing equipment to reduce personnel costs and to improve service to applicants.

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Action StepsEstimated Completion Date

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- a. Conduct feasibility study 30 September 1976

- b. If feasible, explore:

- (1) Computer hardware
- (2) Available prepackaged programs

- c. Explore highspeed word processing equipment

- d. Assuming the study results are positive, the following milestones will be implemented

- e. Secure and install equipment and software

- f. Training employees

- g. Implement new system

September 1977

- I. Evaluation of Contractor Translators (an on-going program)

Quality Control Guidelines set standards and procedures for initial language testing, test grading and periodic performance and skill evaluation of all contract translators. Every translator is reevaluated annually, on language skill and volume of work. A substantive officer from a relevant production office participates in the evaluation. Ratings are on a scale of 1 (low) to 5 (high). Ratings determine rates of payment and work flow and also provide a mechanism for weeding out poor performers. As a result of evaluations during 1976, 15 contracts were cancelled.

The system assures that only qualified translators are offered contracts, that they are paid fair rates (based on regular checks with the translation market), and that performance continues at acceptable levels of competence. Participation in the evaluation system by substantive officers assures that the production offices are satisfied that they are receiving quality products. This is a continuing program that continues year-round.

- J. Efficiency and Productivity of Photo Laboratory (began 1 August 1976)

An outside contractor has begun a study of all aspects of current operations and will recommend improvements in procedures for processing photographic materials.

Action StepsEstimated Completion Date

- a. Contractor begin work

1 August 1976

- b. Completed report due

30 October 1976

III. Management Plans

Awaiting OMB guidance.

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AGENCY ACTION PLAN AND MONTHLY REPORT

INITIATIVE: 3

TITLE: Reduction in the Burden of Federal Reporting and Regulation

Not applicable to CIA. No further reporting required.

TITLE: Personnel Management

DEPARTMENT/AGENCY: Central Intelligence Agency

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RESPONSIBLE OFFICIAL: James H. Taylor, Comptroller TELEPHONE:

I. Executive Selection and Development

Identify and train personnel having executive promise; develop incumbent executives.

The Central Intelligence Agency already has an Agency-wide executive selection and development system incorporating all the features suggested in the OMB memorandum of July 27, 1976 on Presidential Management Initiatives. This system is known as the Personnel Development Program (PDP)—the Agency's formal approach to planning for employee development and the filling of executive-level vacancies. The five Career Services—that is the groupings of career personnel from the DCI Area and from the four Directorates—prepare PDP's covering their personnel. There are two Sections to the PDP: Section 1 is the Executive-Level Development Plan which is prepared for a three-year period; Section 2 requires the preparation of Development Profiles which provide a framework for career planning below the executive level. Section 1 was first prepared in 1973 and was derived from the Federal Executive Development Program. Section 2 dates from 1975.

The report of each Career Service is reviewed by the responsible Associate Deputy Director and Deputy Director and then forwarded to the Director of Personnel. The Office of Personnel consolidates the PDP's from each Career Service into an overall Agency PDP which is forwarded to the DDCI for review. The DDCI then schedules individual meetings with each of the Deputy Directors to review their Personnel Development Programs, with particular emphasis on the lists of candidates for assignment and for development.

PDP Section 1: Executive-Level Development Plan

This includes a listing of all expected vacancies for positions at the GS-15 through GS-17 levels for the next three fiscal years and of candidates qualified for assignment to these vacancies. Two candidates are normally identified for each vacancy.

It also includes a listing of those officers in grades GS-13 through GS-15 whose performance has indicated that they have the potential for successful assignment to executive-level positions. The roster provides

for a concise outlining of the assignments, experiences and specific training which will prepare each of the officers for increased responsibilities; these are developmental plans tailored for specific individuals

PDP Section 2: Developmental Profiles

This section is concerned with the design of Developmental Profiles for professional and technical personnel in grades GS-09 and above. Profiles are designed for designated groups of employees, not for individuals. A Developmental Profile can be viewed as a flow chart of either short or long-range plans for, or opportunities available to, a functionally homogeneous group of officers (e.g., economic analysts) at progressively higher levels of responsibility. The Profile's purpose is to provide guidelines for decisions affecting the career development of members of an identified group and to provide a frame of reference for appraising their readiness for various stages of development. The Profiles identify training courses and types of assignments generally pertinent in planning the development of individuals within the particular functional group or profession. The Profiles also identify any relationships among various disciplines or career "tracks" so that the persons concerned will be aware of the patterns of career planning and available options.

The Profile is a tool to guide career development action, for use in making decisions regarding choices among training and/or assignment opportunities, and to provide standards for monitoring and evaluating growth in various functional areas. The Profile is a positive reminder to both management and to individual employees of the requirements and opportunities for development. It is emphasized, however, that Development Profiles are only idealized models to assist the employee and appropriate career offices in planning for career development. Profiles are flexible and responsive to change. There is no intent that a Profile be applied rigidly to require all officers in a particular grade and functional group to take identical courses or to be assigned to exactly the same type of position at the same time in their career development.

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II. Work Force Quality

Evaluate employee programs which affect overall work force quality.

As indicated under Initiative 1, these matters are all under review by the Executive Advisory Group.

<u>Action Steps</u>	<u>Estimated Completion Date</u>
Evaluate quality of programs for recruitment, performance evaluation, career advancement, managerial incentives, and training.	15 March 1977
Identify priority steps for improving overall work force quality through changes in these programs.	15 March 1977

III. Position and Classification Management

Systematically reexamine internal systems, and take appropriate corrective action to restrain grade escalation and to eliminate duplication of work or underutilization of personnel.

One of the results of the review of the 1978 program in July 1976 was recognition by the senior management of the Central Intelligence Agency of the need to have even more precise knowledge of how our present position allocations relate to individual substantive assignments. This has called into question the applicability of the present system of occupational coding.

<u>Action Step</u>	<u>Milestone</u>	<u>Estimated Completion Date</u>
Conduct Inventory of Personnel	Devise questions to be answered by inventory.	30 September 1976
	Plan implementation of inventory and make tentative work assignments	15 October 1976
	Complete directorate inventories.	15 November 1976
	Compile results.	31 December 1976
Review classification system in light of inventory results.		28 February 1977
Adjust classification system as necessary.		15 April 1977

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IV. Productivity Measurement

Improve productivity measurements and extend such measurements to functions not presently covered.

Numerous productivity measurement systems are in operation throughout CIA; they are constantly being refined.

In data processing we measure:

- number of batch jobs per day,
- average turnaround time for batch jobs,
- number of records converted to machine language,
- mean time to failure for each computer system,
- mean time to repair for each system,
- number of requests for computer service completed each month, and
- number of customers (users) being supported concurrently on the interactive time shared computer system.

The Office of Communications measures:

- messages handled by the worldwide network (total and man-year), and
- messages processed at Headquarters (total and per-position).

Logistics measures:

- number of pieces of mail handled,
- amount of classified trash disposed of,
- number of printing jobs,
- number of printing plates made,
- number of procurement actions processed,
- number of safehouses acquired, terminated, and maintained, and
- number of line items packed and crated.

Security maintains productivity data on:

- overseas and domestic security surveys,
- overseas and domestic technical security support,
- technical security equipment instruction,
- field investigative assignments, and
- information release (handling of requests under the Freedom of Information Act, the Privacy Act and E.O. 11652).

We currently plan to extend productivity measurement in 1977 to:

- communications equipment repair and return, and
- cryptographic equipment distribution.

V. Employment Ceilings

Take steps to assure adherence to President's employment ceilings.

The system the Central Intelligence Agency uses to administer personnel ceilings is part of the normal budget cycle and starts with letters of financial guidance which the DDCI issues at the start of a fiscal year. Along with apportioning funds for the fiscal year, the DDCI apportions the Agency's personnel ceiling to the DCI Area and to the four directorates that comprise the Agency. During the year, numbers of personnel on duty are monitored monthly by the Resources Staff of the Office of the Comptroller. Data for this purpose are provided by the components through the computerized budget reporting facilities. In addition, the Office of Personnel reports on-duty strength as of the last day of the month just past and projects end of the year positions based on Agency-wide rates of accession and separation. These data provide the background for the Comptroller to weigh requests for increased ceiling as unforeseen requirements for personnel arise. Any decisions to shift positions within the existing ceiling are made at monthly Comptroller's meetings, which are attended by the four deputy directors--each of whom is responsible for personnel management within his directorate. This system has been completely successful.

ROUTING AND RECORD SHEET

Approved For Release 2006/10/31 : CIA-RDP83-01004R000100110007-5
SUBJECT: (Optional)

Presidential Management Initiatives

FROM:		EXTENSION		NO.
C/MAS/DDA				STATINTL
				DATE
				26 August 1976
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. D/Personnel 5E-58, Hqs.				<p>Attached are:</p> <p>1. Agency plan for implementation of the Presidential Management Initiatives. This was transmitted to D/OMB by memo fr DDCI dtd 24 Aug 76.</p> <p>2. OMB's Decision-Makers Checklist forwarded to DDA under memo fr Compt dtd 18 Aug 76.</p> <p>Note that the Comptroller selected only two efficiency evaluation studies from the list suggested by DD/A. The Agency plan lists:</p> <p>ODP's "Alternative Data Processing Equipment" and OP's "Survey of Applicant Processing Data Controls" (Ref: Initiative 2, para II)</p> <div style="border: 1px solid black; height: 40px; width: 200px; margin: 20px auto;"></div> <p>Distribution:</p> <p>Each DDA Office Director Assistant for Information</p> <p style="text-align: right;">STATINTL</p>
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